

RESULTS OF CORE COMPETENCIES SURVEY

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on behalf of the

PCIE ECIE Human Resources Committee

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Why Do We Need Core Competencies?

- To Accomplish Our Mission and Vision
- To Communicate Expectations
- To Enhance Career Development
- To Build Leadership and Provide for Succession Planning
- To Develop Training Programs That Anticipate Needed Knowledge, Skills and Abilities

What is a Core Competency?

- Primary Area of Expertise
- Narrowly Defined Field or Task at Which an Entity *Excels*
- Knowledge, Skills, Attitudes and Motivations Expressed Through *Behavior* that Contributes to Superior Job Performance

CORE COMPETENCIES

KNOWLEDGE OF ...

ABILITY TO USE ...

SKILL IN USING ...

**LEARNING
OBJECTIVES**

**DEVELOPMENTAL
ACTIVITIES**

OIG Survey Respondents

<u>Investigation</u>	<u>Audit</u>	<u>Inspection/Evaluation</u>
15	26	5

About half of respondents have completed or are developing competencies

OIG Survey Respondents

Other OIGs Named as
Competency Development Leaders

<u>Investigation</u>	<u>Audit</u>	<u>Inspection/Evaluation</u>
EPA	DOD	HHS
Labor	Education	
	HHS	
	SSA	

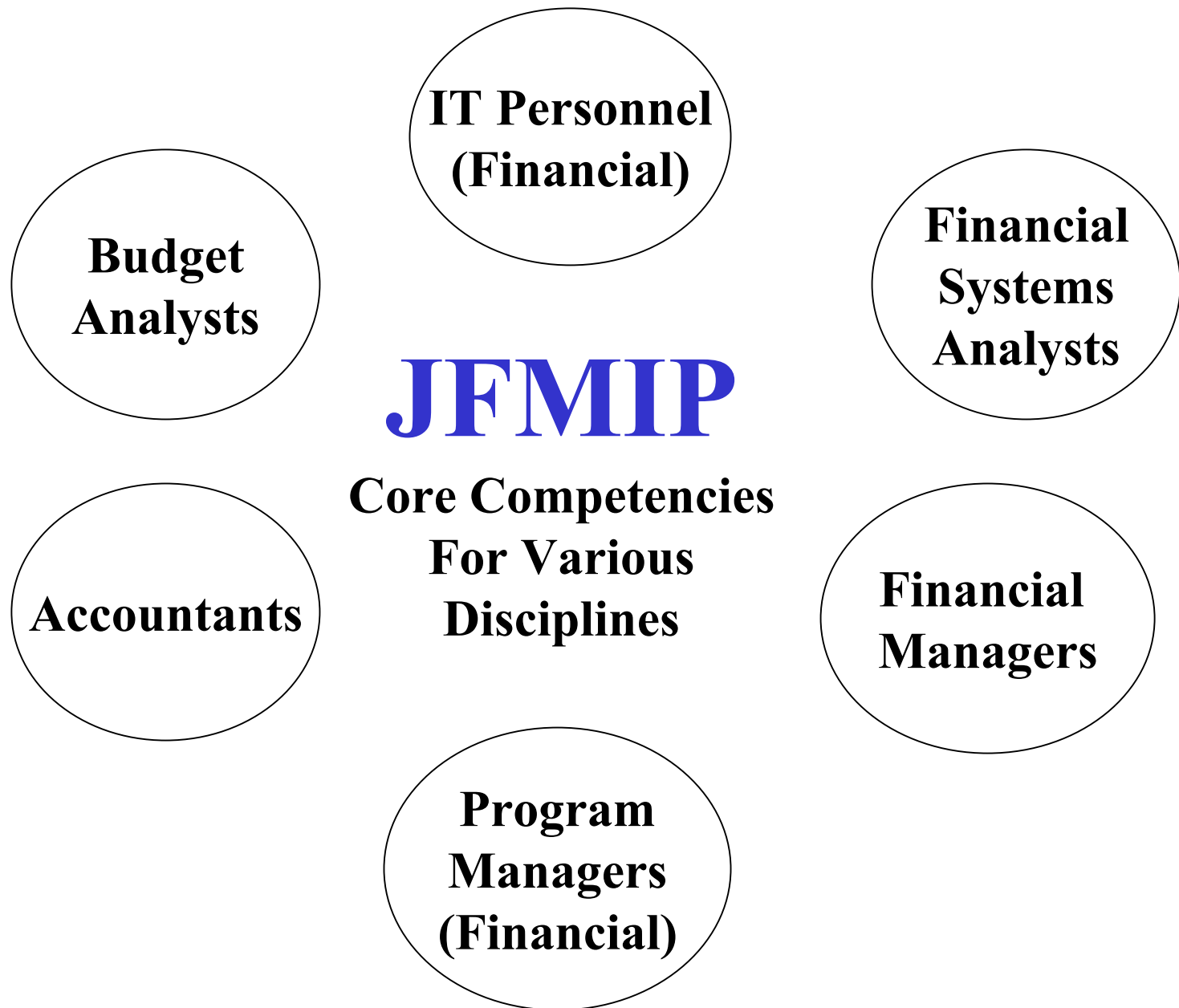
Private Sector Council

Recommended Sources for Developing Core Competencies

- ✓ Certified Fraud Examiners
- ✓ Institute of Internal Auditors
- ✓ Bank Administration Institute

OPM-Identified Success Stories in Developing Leadership Competencies

- The Department of the Navy
- Bureau of Prisons
- Bureau of Land Management
- Immigration and Naturalization Service
- Drug Enforcement Administration
- U.S. Marshals Service

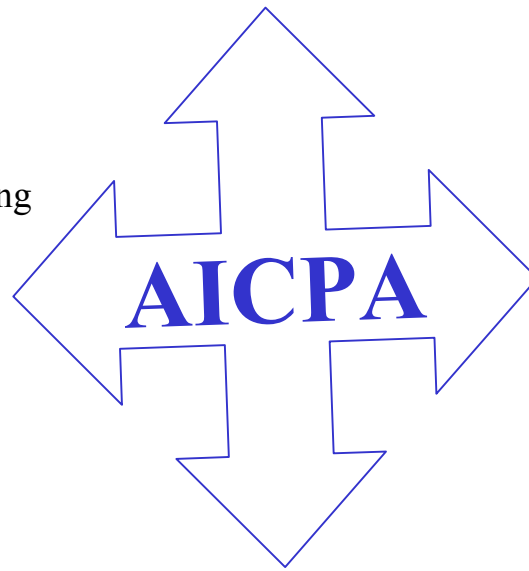


Functional (Technical) Competencies

- Decision Modeling
- Measurement
- Research
- Risk Assessment
- Reporting

Personal Competencies

- Problem Solving/Decision Making
- Interaction
- Leadership
- Personal Demeanor
- Communication
- Project Management



Broad Business Perspective Competencies

- Strategic/Critical Thinking Skills
- Industry/Sector Perspective
- International/Global Perspective
- Resource Management Skills
- Legal/Regulatory Perspective
- Marketing/Client Focus

Pervasive Competencies

- Ability to Leverage Technology
In Each of the Other Three
Competency Sets

FBI

The FBI recently completed a field-wide assessment of investigative capacity... [that]...can serve as a starting point upon which progress towards achieving core competencies can be measured.

Louis J. Freeh, Director
May 10, 2001

The Counterterrorism Division will design a core training curriculum and minimum Competencies for FBI Special Agents assigned to counterterrorism investigations. Training related proficiency standards will become part of the FBI Strategic Plan ...

FBI Response to DOJ OIG Report
October 1, 2002

RCMP



1. Leadership
2. Planning and Organizing (Action Management)
3. Personal Effectiveness and Flexibility
4. Continuous Learning
5. Communication
6. Interpersonal Skills
7. Thinking Skills
8. Client-Centred Service

GAO

1. Achieving Results
2. Maintaining Customer and Client Focus
3. Developing People
4. Thinking Critically
5. Improving Professional Competence
6. Collaborating with Others
7. Presenting Information Orally
8. Presenting Information in Writing
9. Facilitating and Implementing Change
10. Representing GAO
11. Investing Resources
12. Leading Others

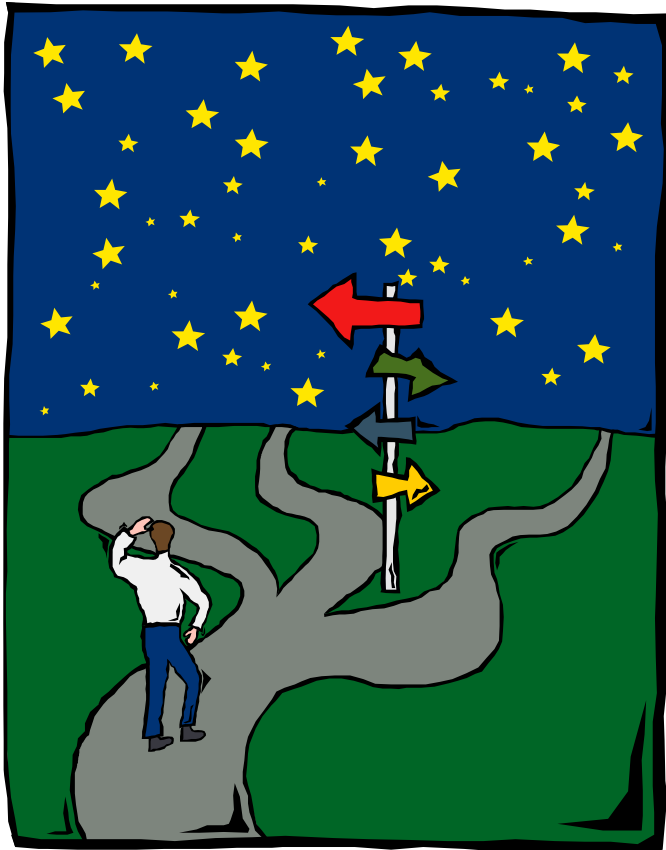
Core Competencies: Similar and Different Choices

Core Competency	GAO	OIG A	OIG B
Written Communication	X	X	X
Oral Communication	X	X	X
Collaborating with Others	X	X	X
Thinking Critically	X	X	
Investing Resources	X		X
Facilitating & Implementing Change	X		X
Creative Thinking		X	X
Influencing/Negotiating		X	X
Achieving Results	X		
Maintaining Customer & Client Focus	X		
Improving Professional Competence	X		

Why Do We Need Core Competencies?

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- ✓ To Communicate What We Expect From Our People
- ✓ To Enhance Their Career Development
- ✓ To Build Leadership and Provide for Succession Planning
- ✓ To Develop Training Programs That Anticipate Needed Knowledge, Skills and Abilities

What is Our Path Forward?



1. Should the Community Seek a Mutually Agreed Set (or Menu) of Core Competencies for Auditors, Investigators, Evaluators or Other Professionals?
2. If So, What Role Should Other PCIE ECIE Committees Play in Developing the Mutually Agreed Competencies?